THE AKAMAI BRAND STORY.

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Akamai is the foundation of a life lived online.

A fast, reliable, secure Internet is the infrastructure for business and entertainment in today's faster forward world. That's what Akamai delivers. And that's the story we all need to be telling.

With over 5,000 Akamai employees in 25+ countries talking to IT and business people in different vertical markets where priorities vary, it's tricky to establish a single message that works in all situations.

So we're introducing something new: A guide that provides not only top-line messaging, but also building blocks specific to the range of communication situations you encounter.

We've developed stories around the key themes that excite and concern customers that you can use to assemble tools of your own that are both targeted and consistent.

Our success as a brand depends on consistent messaging across all communications. **So, please…**

- Familiarize yourself with the messaging, story lines and themes in this guide.
- Cut and paste vision/company/solution messaging into your external and internal communications.
- Use the experience stories to construct communications specific to situations and targets.
- Email brand@akamai.com with any questions, suggestions and/or requests.

Thank you and enjoy!

It all started with a grand challenge.

Akamai began with a challenge posed by Sir Tim Berners-Lee at the Massachusetts Institute of Technology (MIT) in 1995. Tim, known as the father of the web, foresaw the congestion familiar to Internet users today and challenged his colleagues to invent a new and fundamentally better way to deliver content.

MIT Professor of Applied Mathematics, Dr. Tom Leighton, was intrigued. As a renowned expert on parallel algorithms and architecture, he recognized a solution to web congestion could be found in applied mathematics. He recruited graduate student Danny Lewin and other top researchers to tackle the problem. Scientists with expertise in computer science and data networking joined them. Together, they solved one of the Internet's biggest weaknesses by developing a set of breakthrough algorithms to route and replicate content intelligently over a large network of distributed servers.

In 1997, the group entered their work into the MIT $50K Entrepreneurship Competition, where their business proposition was selected as a finalist. This distinction signaled that Internet content delivery had serious market potential. By fall of 1998, the group had licensed intellectual property from MIT and development efforts began. Jonathan Seelig, then enrolled in the MIT Sloan M.B.A. program, joined the founding team, and they began building the business that would become Akamai. In 1998-99, other experienced Internet business professionals joined the founders. Most notably, Paul Sagan, former President of Time Inc. New Media, a founder of Road Runner cable modem service and one who helped launch NY 1 News, became COO and then president of Akamai. George Conrades, former chairman and CEO of BBN Corp. and Sr. VP of U.S. Operations for IBM, was appointed CEO a few months later.

This group of computer scientists and Internet professionals founded Akamai, a company dedicated to ending the "world wide wait" through intelligent Internet content delivery. The company launched commercial service in April 1999 and announced one of the world's most trafficked web properties, Yahoo!, as a charter customer.

$$N_8 \le N_2 \binom{s+\log N-2}{s-1} C^{s+1} \binom{s+K}{s-1}$$

$$N^2 \binom{s+\log N-2}{s-1} C^{s+1} \binom{s+K}{s+1} K^{-(s+1)}$$

$$\le N^2 2^{8+\log N\ 2} C^{s+1} \binom{s+K}{s+1}^{s+1} e^{8+1} K^{-(s+1)}$$

$$\le N^3 \left[\frac{2Ce(s+K)}{(s+1)K}\right]^{s+1}$$

$$N^3 \left[\frac{2Ce(s+K+1)}{(s+1)K}\right]^{s+1} \le N^3 \left(\frac{4eC}{K}\right)^k$$

f $C \ge \frac{\log N}{2}$ and $k = 8eC$, then this probability is at most

$$N^3 \left(\frac{4eC}{K}\right)^k = N^3 2^{-8eC} \le N^{3-4e} = o(N^{-7})$$

Akamai continues to solve grand challenges.

Everyone and everything is interconnected – a reality that creates enormous expectations and continues to present grand challenges. The grand challenges facing the Internet today include:

- Optimizing for instant mobile delivery
- Scaling to deliver quality video over IP
- Accelerating the enterprise's connections to the cloud
- Securing cloud-based data, applications and websites

These also happen to be areas where Akamai continues to excel. Akamai believes that forward thinking businesses able to meet and stay ahead of user requirements will continue to set the pace for today's online world.

What's important to the Internet is what's important to Akamai.

Mobile, cloud, and media opportunities can transform the market.

They also place new burdens on the Internet and highlight its key weaknesses in performance and security.

But these challenges and opportunities don't happen in a vacuum. They happen to people. When they're shopping, working and seeking entertainment. And they happen to enterprises, as they try to deliver these experiences.

Likewise, Akamai's technology is at the core of our business, but our customers don't buy technology for its own sake; they buy it to address business opportunities and technology challenges. The pages that follow lay out the building blocks of the Akamai story and give you strategies for weaving them together to address the range of communication situations you'll encounter.

One voice. One vision.

We're continuing to unify our brand messaging to make sure all of our communications add up to one very strong, undeniable understanding of what Akamai is and what Akamai does.

Telling fragments of the story sells the company short – and creates confusion in the marketplace. We need to speak with one voice and one vision for the company.

The Akamai story is about more than just technology. To drive our value in the industry we must also communicate why what we do matters. We do this by telling the Akamai story through user and customer experiences in the context of technology trends.

We speak in a customer-focused voice rather than an Akamai-centric one. We are conversational but informative.

And we start by pronouncing the company name consistently: Akamai (**AH•kuh•my**), a Hawaiian word meaning clever and cool.

On the following pages, you'll find more on how to speak Akamai.

AH·Kuh·my

The Akamai Vision.

To deliver on the promise of a hyperconnected world, where entertainment, business, and life are enabled to reach unimagined potential.

We're living in a world where business, entertainment and daily life are increasingly connected. Billions of people, tens of billions of devices and countless petabytes of information are all linked. The web is becoming increasingly visual – with vast quantities of video moving online. Online transactions are moving rapidly to mobile devices. Enterprise applications are moving to the cloud. We expect instantaneous, intelligent access from any device.

The Internet is the infrastructure that ties these worlds together. The move to mobile, the cloud and digital media – the driving forces in our faster forward world – put new burdens on the Internet and highlight its key weaknesses in performance, reliability and security.

Akamai makes the Internet fast, reliable and secure. We do this with technology that optimizes and secures the delivery of all types of online content and business applications. The continual evolution of our intelligent technology and services creates an infrastructure that helps to accelerate the pace of innovation.

The potential of the hyperconnected, faster forward world is unimaginable – it can make our businesses radically more efficient, dramatically expand our entertainment options and touch every facet of our daily lives.

Akamai's committed to deliver on this promise by enabling the best online experiences – those that transform the way people live, work and entertain themselves.

Akamai Brand Positioning: Strategy and Execution.

Now that you have a foundation of the origin and vision of Akamai, the following pages describe in detail how to communicate Akamai's role in the marketplace.

- Brand messaging should always communicate our commitment to make the Internet fast, reliable and secure.
- Our strategy is to describe "why it matters" in terms of the commerce, enterprise and entertainment experience.
- Our focus will be on the master brand of Akamai. To unify the message around our offering, all solution names begin with Akamai (*Akamai Ion*).
- To elevate our brand we need to do more than market our solutions alone; we have to demonstrate our Internet expertise and tell our platform story of performance and security. These are our differentiators in the marketplace.
- While the mainstream media has adopted the word "hyperconnected" to describe a world we helped create, we have personalized the sentiment with "faster forward." Faster forward is Akamai's unique take on the hyperconnected world. We'll use "hyperconnected" to describe the world, but use "faster forward" to describe how Akamai is specifically creating and influencing it.
- To address rapid evolution in the cloud computing segment and to differentiate from competitors, we refer to Akamai's offering as "cloud services."

Akamai makes the Internet

Fast, Reliable and Secure.

Who We Are

Akamai® is the leading provider of cloud services for delivering, optimizing and securing online content and business applications.

What We Do

Akamai makes the Internet fast, reliable and secure.

Why It Matters

Akamai makes the Internet business ready – fast, reliable and secure – so our customers can deliver the best online experiences on any device, anywhere.

Akamai

FASTER FORWARD

Why this tagline works for Akamai

"Faster Forward" is simple and inspirational, while fostering multiple meanings.

The Akamai personality reflects optimism toward a future that's coming faster. The tagline bridges what we do and why it matters. It builds on the brand equity in speed and performance in a technical sense and connects to the business imperative to be first.

Our customers and partners represent the world's most innovative companies, and all truly innovative companies have one thing in common: they are always creating new challenges. They constantly push against expectations and look for better ways to get things done, faster.

Akamai believes in challenging businesses to think Faster Forward, to think past the Internet of today, to innovate with us for the world of tomorrow.

Akamai believes in a future that's coming faster. And it's a bright one. The following captures the tone and spirit that began with Akamai Co-Founder Danny Lewin's rallying cry...

"You're behind. Go Faster."

Faster is the new fast, and it's faster than it's ever been.
Faster is always being online even when you think you're offline.
Faster is capitalizing on our hyperconnected world.
Faster is rolling out a red carpet for the innovators.

Faster is more smart phones than desktops, or even old mobile phones.
Faster is formatting live HD content on the fly.
Faster is scaling a video stream to millions of mobile fans.
Faster is on every screen imaginable.

Faster is chasing away complexity.
Faster is creating an infrastructure without buying hardware.
Faster is scaling to reach millions who didn't need you an hour ago.
Faster is reaching up and giving the cloud a big hug.

Faster is innovating fearlessly.
Faster is accelerating performance while securing the cloud.

Faster is diffusing attacks before they get anywhere near you.
Faster is security that's built into your business plan.

Faster is any experience on any device, anywhere.
Faster is the shortest distance between you and amazing.
Faster is making your brand look better.
Faster is multiscreen, multimedia and multi-monetized.

Faster is accelerating innovation.
Faster is uncovering tremendous business opportunities.
Faster is doing things with technologies that aren't even ready yet.
Faster is buckling up, stepping on the gas and heading to what's next.

Faster is a future that's coming faster, and we can't wait.

Akamai. Faster Forward.

Telling the Akamai story, faster.

FASTER

On an elevator

If you've ever shopped online, downloaded music, watched a web video or connected to work remotely, you've probably used Akamai. Our solutions help to deliver the best online experiences on any device, anywhere. The world's leading brands like Apple, Autodesk and BBC trust our Internet expertise to move their businesses faster forward.

In a press release (aka "the boilerplate")

Akamai® is the leading provider of cloud services for delivering, optimizing and securing online content and business applications. At the core of the company's solutions is the Akamai Intelligent Platform™ providing extensive reach, coupled with first class reliability, security, visibility and expertise. Akamai removes the complexities of connecting the increasingly mobile world, supporting 24/7 consumer demand, and enabling enterprises to securely leverage the cloud. To learn more about how Akamai is accelerating the pace of innovation in a hyperconnected world, please visit www.akamai.com or blogs.akamai.com, and follow @Akamai on Twitter.

In a hundred words

On any given day, Akamai delivers more than two trillion Internet interactions – ensuring a fast, reliable and secure online experience for millions of global users. As a leading provider of cloud services designed to help enterprises deliver the best online experience to any device, Akamai delivers a business-ready Internet.

Akamai makes the Internet fast, reliable and secure, optimizing websites and applications from the data center to the edge of the Internet. The Akamai Intelligent Platform™ delivers secure, high-performing user experiences, ranging from commerce, to enterprise to entertainment. Game-changing companies rely on Akamai to help drive their businesses faster forward.

Solutions + Platform + People

Akamai is more than technology.

Akamai's value stems from three elements – our solutions, our platform and our expertise (our people). Our competitive advantage goes beyond solutions alone. We have top Internet experts who have worked with some of the world's most innovative companies, solving some of the toughest problems ever encountered. We're inventing tomorrow's online experience, continually improving the most pervasive, highly distributed cloud optimization platform in the world. Whenever you introduce Akamai's solutions, be sure that platform and people are always part of the conversation. The combination is what differentiates us.

Our Solutions

Akamai solutions are designed around the way you do business – instantly adapting to Internet conditions and optimizing the online experience for your customers with unparalleled performance and security.

Akamai Web Performance Solutions

Accelerate websites to grow revenue and conduct business globally – on any device, anywhere.

Akamai Media Delivery Solutions

Simplify workflow and deliver the highest quality media affordably and at scale.

Akamai Cloud Security Solutions

Secure websites and data centers to reduce the risk of downtime and data theft.

Akamai Cloud Networking Solutions

Transform the enterprise network to accelerate applications, lower costs, and connect to clouds.

Akamai Network Operator Solutions

Optimize network traffic, enable new revenue streams and control costs.

Our Platform

The Akamai Intelligent Platform™ is a leading cloud platform for delivering secure, high-performing user experiences to any device. It manages the underlying complexities of the Internet and conducting business in the cloud. The platform is made up of a distributed network of servers and intelligent software, delivering over two trillion interactions daily. No one delivers more web traffic than Akamai, and 90% of Internet users are only a single network hop away. The Akamai Intelligent Platform is constantly monitoring web conditions to:

- Identify, absorb, and block security threats.
- Provide instant device-level detection and optimization.
- Make decisions based on comprehensive knowledge of network conditions.
- Present unprecedented business and technical insights.

The Luna Control Center puts the power of the Akamai Intelligent Platform into our customers' hands, giving them unprecedented control, collaboration and visibility for online business through a single, customizable interface.

Our People

Akamai's Services and Support mission is to inspire innovation and remove complexity as your online strategies evolve, integrating and deploying solutions with ease and keeping online business running smoothly 24/7. Our Internet experts around the globe are an extension to the enterprise, leveraging more than a decade of experience to provide world-class support, problem resolution and customized service – ensuring optimized online success for all of our customers.

Security + Performance

Akamai delivers both

Success in today's hyperconnected world is based largely on an organization's ability to deliver engaging online experiences – despite the performance and security weaknesses inherent within the public Internet. Akamai addresses this challenge head on.

In fact, the globally-distributed Akamai Intelligent Platform delivers over 2 trillion Internet interactions a day, while at the same time defending against constant DDoS attacks.

SECURITY VALUE PROPOSITION

Users expect the online experience to be secure – that their personal and business assets are always safe and available. Business leaders don't tolerate security that gets in the way of innovation and business opportunity. Akamai solutions pave the way for fearless innovation without performance sacrifice. From DDoS mitigation to application layer vulnerabilities to whatever other threats emerge, Akamai is always working to stop them. Our highly distributed platform delivers applications consistently while providing control and security for your users – wherever they are.

PERFORMANCE VALUE PROPOSITION

All users – whether they're online for business, consumer or entertainment purposes – expect uniformly fast performance and richer media content on any device. Akamai solutions help you engage consumers with fast, personalized web experiences, and accelerate enterprise web applications to gain agility while conducting business globally.

JOINT VALUE PROPOSITION

The hyperconnected world is transforming nearly every facet of daily life. Yet Internet infrastructure continues to be tested by today's demand, and every innovation presents new challenges. More connected devices create more complexity. Moving applications and processes to the cloud exposes new vulnerabilities. More rich media being shared worldwide means more bottlenecks.

But Akamai works to make the Internet fast, reliable and secure – delivering the best online experiences despite these challenges. It's done with technology to optimize performance and secure delivery of online content and business applications. Our expertise – and the continuous evolution of our Intelligent Platform and services – creates an infrastructure that often exceeds the pace of change.

Faster is accelerating performance while securing the cloud.

The Akamai experience is lived through our customers' experience.

Akamai helps enable the best online experiences – those that change the way people work, engage as consumers and seek entertainment. We tell the Akamai story through the **Consumer, Enterprise** and **Entertainment experiences.** Telling these stories enables us to share how Akamai helps to transform the experiences of the connected world and sets up our core value proposition of performance and security.

Faster is a future that's coming faster, and we can't wait.

The Consumer Experience

Consumers expect instant access to your business online and demand experiences that are increasingly more personalized and engaging. Akamai simplifies the complexity of delivering media, optimizing for web and mobile and securing data and transactions, enabling you to increase revenue opportunities and reach audiences on any device, anywhere.

AutoTrader Group

AutoTrader Group, the Internet's leading auto classifieds marketplace for buyers and sellers, trusts Akamai to help deliver a fast, reliable and secure web experience for its consumers. Experiencing ever-increasing traffic across their network, AutoTrader leverages Akamai's Web Performance Solutions and situational performance tools like Real User Monitoring to gain insights into how to optimize its sites for performance and speed, as well as reduce its overall complexity across their platform. AutoTrader also utilizes Akamai's Cloud Security Solutions to protect against malicious attacks and prevent downtime and data theft, ensuring a superior web experience for their customers.

"Performance is one of our most important metrics. We take it for granted because with companies like Akamai and investments we've made in infrastructure, we are really always up and a well-performing site."

– Ed Smith, Chief Technology Officer, AutoTrader Group

Faster is always being online even when you think you're offline.

The Enterprise Experience

Everyone connected to the enterprise – workers, partners and customers – expects secure and reliable instant access to cloud applications and content, anywhere and on any device. Akamai accelerates web applications and connects the enterprise to the cloud, enabling customers to gain agility and conduct business globally.

Concur

Concur, a leading provider of integrated travel and expense management solutions, relies on Akamai to help deliver superior and secure performance of applications and enable global growth. Leveraging Akamai's Web Performance and Cloud Security Solutions, Concur dramatically improved application speed and performance globally, while simultaneously ensuring 100% uptime and protection against malicious attacks. Utilizing Akamai's global platform, Concur also experienced increased productivity all the way through to the back office by reducing the amount of reporting build-out and delivery time from hours to just a few minutes.

"The solution set Akamai brings to the table is second-to-none in the marketplace, and what it can bring in terms of acceleration and security is something that we found truly unique, and matched the growth of our platform."

– Drew Garner, Director of Services Architecture, Concur

Faster is being able to get work done without actually being at work.

The Entertainment Experience

Consumers expect instant, uninterrupted access to premium entertainment content on any device. Akamai delivers the highest quality video and software downloads affordably and at scale, solving the challenges of multi-device consumption while simplifying workflow.

NBC Olympics

Akamai was integral in helping NBC Olympics deliver an unprecedented anytime, anywhere viewing experience of the 2014 Winter Olympic Games in Sochi, Russia, enabling millions of global viewers to watch the Games across devices, browsers and networks. Leveraging Akamai's high-definition video streaming, site performance and security solutions, NBC Olympics delivered fast, reliable and secure personalized viewing experiences to a whopping 61.8 million unique viewers – a Winter Olympics record.

"It's the world's biggest stage; it's the world's biggest event. All the eyes are watching, so having partners like Akamai that can scale and stand up with us is critical to our success."

– Eric Black, VP, Technology, NBC Sports Group

Faster is scaling a video stream to millions of mobile fans.

Putting Internet trends in context.

Mobile, cloud and media opportunities excite the marketplace. They also put new burdens on the Internet and highlight key weaknesses in performance and security. Here's how we talk about these trends and put Akamai's technology in context.

Mobile
Akamai helps customers deliver mobile optimized websites and applications, enabling fast, personalized and secure experiences that create new revenue opportunities.

Cloud
Akamai's highly distributed cloud services deliver applications consistently, at high performance, while providing control and security for users – wherever they are, on whatever devices they're using.

Media
Akamai solutions can help organizations engage employees, monetize audiences and secure content by simplifying work flows, streaming across multiple devices geographies and reinventing the distribution channel.

Faster is doing things with technologies that aren't even ready yet.

Putting our audience in context.

Akamai's offerings (and our communications) are designed to align IT imperatives with business demands, with the goal of helping our customers achieve top line growth and bottom line savings. Here's how our value propositions map out to different constituents.

Chief Information Officer (CIO)
Akamai helps reduce IT complexity and cost so you can innovate and scale on demand as your IT strategy evolves. Our proven solutions enable you to accelerate content and applications, while protecting against security threats, to deliver optimal web experiences worldwide on any device.

Chief Security Officer (CSO)
Stay ahead of threats and deliver reliable and secure online experiences, leveraging Akamai to extend your security perimeter and protect websites, applications and content from the increasing frequency, scale and sophistication of web and data center attacks.

Chief Executive Officer (CEO)
The Internet is the infrastructure of business in today's hyperconnected world. Leverage Akamai's cloud services and expertise to grow your business, gain agility and increase revenue by delivering high-performing and secure online experiences on any device, anywhere.

Chief Financial Officer (CFO)
Align IT imperatives with business demands to achieve top line growth and bottom line savings, leveraging Akamai to create new revenue opportunities by optimizing for mobile and securing and accelerating websites and applications. Reduce the complexity and cost of building and managing infrastructure while maximizing your cloud investment.

One Voice. One Tone.

This book contains a lot. A lot of information; a lot of copy blocks. But when you put it all together, a certain Akamai tone and sensibility shines through. As you forge onward into creating further communications – bear the following attitude in mind:

We are Akamai
That's all our customers really need to know. Sure there are specific Akamai solutions, but whenever possible, we simply refer to them as Akamai. It builds the larger brand, and presents Akamai as the one who can solve the problem, whatever the problem may be.

We keep our language simple
We speak plainly and in terms of what we can do for companies rather than in terms of any technical wizardry going on internally.

We are optimistic, and future focused
Our tagline is "Faster Forward" We are excited about what the future holds – and relish in playing an active role in helping it get here faster.

We like working with visionaries
Both internally and externally. We celebrate technical breakthroughs, and promote customers who are using the internet to inovate (presumably leveraging our solutions.)

We can do it
We might briefly mention how hard something might be, but only if right after that, we discuss how we've solved and simplified the task at hand. We love a challenge, and we love collaborating on the challenges our customers bring to us. We don't sell Fear, Uncertainty and Doubt (FUD) – we transcend it.

We are leaders
We are proud of our sterling pedigree but do not rest on our laurels. We are thought leaders and are playing an active role in the issues that face the Internet as it continues to change the world at an astonishing pace.

We are smarter
We don't have to say so. Our products and leadership back this up every day.

Quick Reference Guide

Mission Statement	To provide the technology that optimizes and secures the delivery of all online content and business applications.
Vision	To deliver on the promise of a hyperconnected world, where entertainment, business, and life are enabled to reach unimagined potential.
Tagline	Faster Forward
Brand Promise	Any experience. Any device. Anywhere.
Elevator Pitch	If you've ever shopped online, downloaded music, watched a web video or connected to work remotely, you've probably used Akamai. Our solutions help to deliver the best online experiences on any device, anywhere. The world's leading brands like Apple, Autodesk and BBC trust our Internet expertise to move their businesses faster forward.
Akamai Intelligent Platform™	The leading cloud platform for delivering secure, high-performing user experiences to any device, anywhere.
Akamai Solutions	Akamai Web Performance Solutions, Akamai Media Delivery Solutions, Akamai Cloud Security Solutions, Akamai Cloud Networking Solutions, Akamai Network Operator Solutions

FASTER
FORWARD

Akamai

FASTER FORWARD